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RESEARCH PAPER

Green HRM for a Greener Future: The Interplay of GHRM Practices on Perceived Environmental Performance Through the Mediating Role of Green Behavior

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ABSTRACT

This aim of this research is to investigate the impact of green human resource management (GHRM) practices, including green recruitment, green training, and green compensation on the perceived environmental performance. This study determined that the use of green human resource management practices had a favorable impact on perceived environmental performance. This study's significant aspect lies in its attention to the previously overlooked mediator of green behavior. The data was collected from 250 respondents through a Google-based survey using non-probability convenience sampling. SPSS 26 and Smart PLS 3.0 were employed to analyze the data. The results revealed a positive impact of green HRM practices on perceived environmental performance. Moreover green behavior also plays a mediating impact among green HRM practices and perceived environmental performance. This study suggests that policymakers and senior executives should take a significant step to foster a sense of accountability among employees regarding environmental performance and GHRM standards.

KEYWORDS Green Behaviors (GB), Green Recruitment (GR), Green Compensation (GC), Green Human Resource Management (GHRM), Green Training (GT), Perceived Environmental Performance (PEP)

Introduction

In today's global business landscape, organizations are recognizing the significance of sustainable practices. This recognition stems not only from legal demands but also from the understanding that sustainable practices may be a strategic means to gain a long-term competitive edge. The increasing focus on sustainability has given rise to Green Human Resource Management (GHRM), which is a framework that incorporates environmental management into HRM practices. This framework aims to encourage sustainable business practices by implementing human resource policies and activities (Mousa & Othman, 2020; D. Renwick, Redman, & Maguire, 2008).

Green recruiting, green training, and green consumption are important aspects of Green Human Resource Management (GHRM) that have been recognized as significant in improving how an organization is seen in terms of its environmental performance. Green recruiting is the practice of employing persons who possess not only the necessary skills and experience but also exhibit a strong dedication to environmental principles and sustainable practices (Pham, Tučková, & Chiappetta Jabbour, 2019; Pham, Vo Thanh, Tučková, & Thuy, 2020). Implementing this practice is crucial for developing a workforce that is in line with the organization's green goals and is more likely to actively participate in environmentally conscious actions. Green training is a methodical process that enhances workers' understanding, abilities, and mindset towards environmental sustainability. Organizations may assure the successful implementation and maintenance of green initiatives in their everyday operations by offering training that specifically focuses on eco-friendly practices (Zoogah, 2011; Yusliza et al., 2020). Green consumption refers to the

implementation of sustainable consumption practices inside an organization, including waste reduction, energy conservation, and the use of environmentally friendly products (Zhang, Liu, & Chen, 2021). Engaging in this practice is essential for reducing the environmental consequences of an organization's activities and promoting a sustainable mindset among personnel.

The connection between these GHRM activities and the perception of environmental performance is often influenced by green behavior. Green behavior encompasses the environmentally friendly behaviors carried out by workers, which are impacted by the organization's Green Human Resource Management (GHRM) strategies. Recruiting, training, and adopting consumption patterns that promote green values lead to the development of behaviors that positively impact environmental performance (Nisar, Nasrollahi, & Prabhakar, 2022). Although the effects of these practices on environmental performance have been researched at an individual level, the function of green behavior in moderating this connection has not been well investigated, especially in the context of their combined influence.

Although GHRM policies are being increasingly adopted in many sectors, there is a notable lack of information of how these practices together impact an organization's environmental performance via influencing green behavior. The issue is especially significant in sectors where the ecological consequences are significant, and there is an increasing need for efficient approaches to improve sustainability. Although green recruiting, green training, and green consumption are recognized as important factors in improving environmental performance, the specific ways in which these activities lead to measurable environmental results are not well understood. The absence of a clear understanding on how environmentally friendly behavior influences the connection between GHRM practices and environmental performance is a significant obstacle for organizations seeking to enhance their sustainability initiatives. In addition, previous studies have often examined various GHRM activities individually without sufficiently investigating their collective impact on perceived environmental performance. This fragmented approach hinders the comprehension of how a comprehensive GHRM strategy may effectively provide sustained results.

Over the last decade, there has been a substantial increase in research on Green Human Resource Management (GHRM). However, there are still numerous areas that have not been fully explored, notably the combined impacts of green recruiting, green training, and green consumption on environmental performance. Prior research has mostly examined specific components of Green Human Resource Management (GHRM), such as green training or green recruiting, without taking into account the combined effects of these practices on overall environmental results. Furthermore, the little investigation into the mediating function of green behavior is noteworthy, despite its capacity to provide valuable understanding of the factors that contribute to effective environmental performance. Furthermore, there is a scarcity of research that investigates these correlations within certain business settings, where the influence of GHRM policies may vary according to industry-specific features. Industries that have larger environmental footprints may need to implement more effective GHRM (Green Human Resource Management) strategies in order to make substantial improvements in their environmental performance. It is essential to comprehend the contextual elements that impact the efficacy of GHRM practices in order to create focused strategies that can be successfully executed in various industries (Mousa & Othman, 2020; Pham et al., 2020).

This research seeks to address these deficiencies by examining the collective impact of green recruiting, green training, and green consumption on perceived environmental performance. The study specifically focuses on investigating the mediating influence of green behavior. This study aims to contribute to a more detailed knowledge of how organizations might improve their environmental performance via strategic HRM

interventions. It will do so by adopting a holistic approach that takes into account the interplay of diverse GHRM practices. The results of this study will have substantial implications for both scholarly investigation and real-world implementation. The research will contribute to the current literature on Green Human Resource Management (GHRM) by providing empirical data on the combined impacts of important GHRM practices and the role of green behavior as a mediator. This will provide fresh perspectives on the processes by which GHRM activities contribute to environmental sustainability. The research will provide organization's practical and implementable insights on how to build and execute GHRM strategies that successfully improve environmental performance. Gaining insight into the intermediary function of green behavior will empower organization's to cultivate a culture of sustainability that not only corresponds with business objectives but also resonates with workers across all hierarchical levels. In the present corporate environment, sustainability is seen as a crucial element in attaining long-term success.

Furthermore, the research is in accordance with worldwide sustainability efforts, such as the United Nations' Sustainable Development Goals (SDGs), including SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action). This study will add to the wider discussion on corporate responsibility and the role of HRM in reaching global sustainability objectives by presenting evidence on how GHRM practices may lead to sustainable results (Renwick et al., 2013; Zhang et al., 2021).Overall, the connection between green recruiting, green training, green consumption, and perceived environmental performance is intricate and diverse. The presence of green behavior acts as a mediator, providing a crucial viewpoint on how GHRM practices might effectively lead to sustainable results in organizations. This research seeks to examine these links in depth in order to add to the current body of work on Green Human Resource Management (GHRM) and provide practical insights for organizations looking to improve their environmental performance via strategic Human Resource Management (HRM) interventions.

Literature Review

Underpinning Theory

The link between Green Human Resource Management (GHRM) and perceived environmental performance may be analyzed using the Aptitude Motivation Opportunity Theory (AMO). This conceptual framework facilitates the assessment of the impact of GHRM activities on organizational performance. The technique is informed by the findings of (Ali et al., 2024; Su, Bataa, & Hahn, 2024) and (Iftikar et al., 2022). Deborah J. MacInnis and Bernard J. Jaworski in 1989 propose that the Aptitude Motivation Opportunity Theory posits that achieving high performance is contingent upon three factors: Ability, Opportunities, and Inspirations (MacInnis & Jaworski, 1989). By using the theoretical framework of Green Human Resource Management (GHRM) and perceived environmental performance, businesses may get a deeper understanding of how different factors impact their ecological initiatives. The Aptitude Motivation Opportunity Theory acknowledges that the success of an organization, particularly in terms of environmental performance, is contingent upon the skills, opportunities, and motivation of its workers. In order to enhance the perceived environmental performance via Green Human Resource Management (GHRM) practices, it is essential that personnel possess the requisite skills and knowledge (Ability), are provided with favorable conditions and resources (Opportunities), and are motivated by both internal and external factors. By embracing Green Human Resource Management (GHRM), businesses may proactively enhance their environmental performance by promoting eco-friendly projects, harnessing the potential of their staff, and maximizing the benefits of sustainable practices (Muhammad Ali & Nisar, 2023).

Relationship of Green compensation, Green Behavior and perceived environmental performance

The increasing concern over environmental sustainability has led to a significant interest in green consumption, green behavior, and perceived environmental performance. These concepts are critical in understanding how individuals and organizations contribute to environmental sustainability and how these contributions are perceived. Green consumption refers to the purchase and use of products that are environmentally friendly, often characterized by minimal packaging, recyclable materials, and lower carbon footprints. Studies have shown that consumer awareness and attitudes towards environmental issues significantly influence green consumption behaviors. For instance, Wang, Yang, Liu, and He (2024) demonstrated that eco-labels and green certifications positively impact consumer decisions, leading to increased green product purchases. Moreover, green consumption is not solely driven by environmental concerns but also by social factors such as peer influence and societal norms (Wang et al., 2024; Zhao, Zhu, Shan, Cao, & Chen, 2024). Whereas, green behavior encompasses a broader range of activities beyond purchasing, including recycling, energy conservation, and reducing waste. According Li et al. (2020) to individual green behaviors are often motivated by a combination of intrinsic values, such as a personal commitment to the environment, and extrinsic factors, such as social pressure and government regulations. Recent research by Sun and Kim (2024) also suggests that the adoption of green behaviors can be enhanced through education and awareness programs that emphasize the long-term benefits of sustainable living. Perceived environmental performance refers to how individuals or organizations evaluate the effectiveness of their environmental actions. This perception is crucial as it influences future behavior and attitudes towards sustainability. A study by Huang and Chiu (2024) found that when consumers perceive their green consumption and behaviors as contributing to environmental improvement, they are more likely to continue engaging in these activities. Moreover, perceived environmental performance is often linked to corporate reputation, with companies perceived as environmentally responsible enjoying higher customer loyalty and brand equity (Lee, Chang, & Lee, 2017).

The relationship between green consumption, green behavior, and perceived environmental performance is complex and interdependent. Green consumption can lead to more consistent green behaviors, as individuals who purchase eco-friendly products are more likely to adopt other sustainable practices (Wang et al., 2024). Conversely, green behaviors can reinforce green consumption by creating a feedback loop where positive environmental actions enhance the perception of their effectiveness, leading to continued or increased green purchasing (Zhang, Guo, Bai, & Wang, 2019). Despite the growing body of literature on this topic, several challenges remain. One major challenge is the measurement of perceived environmental performance, which is often subjective and influenced by external factors such as media coverage and societal trends (Huang & Chiu, 2024). Additionally, the relationship between green consumption and green behavior may vary across different cultural and socioeconomic contexts, suggesting a need for more cross-cultural studies (Sun & Kim, 2024). Based on the above discussion, we proposed that:

H1: There is a positive relationship between green consumption and green behavior

H2: There is a positive relationship between green consumption and perceived environmental performance

Relationship of Green recruitment, green behavior and perceived environmental performance

The relationship between green recruitment, green behavior, and perceived environmental performance is increasingly recognized as pivotal in fostering organizational sustainability. Green recruitment refers to the process of attracting and selecting candidates who are not only skilled but also committed to environmental values, which can significantly influence the adoption of green behaviors within an organization. Employees recruited with a strong environmental orientation are more likely to engage in and promote green

behaviors, such as reducing waste, conserving energy, and supporting corporate sustainability initiatives. This alignment between personal and organizational values enhances perceived environmental performance, as employees feel their actions contribute meaningfully to the organization's environmental goals. Moreover, perceived environmental performance positively impacts employee motivation and retention, creating a virtuous cycle where green recruitment leads to sustained green behaviors and improved environmental outcomes (Chaudhary, 2020; Fawehinmi, Yusliza, & Farooq, 2022). As organizations increasingly prioritize sustainability, understanding this relationship is crucial for developing human resource strategies that not only attract environmentally conscious talent but also reinforce a culture of sustainability (Jiang, Zaman, Jamil, Khan, & Kun, 2024). Based on the above discussion, we proposed that:

H3: There is a positive relationship between green recruitment and green behavior.

H4: There is a positive relationship between green recruitment and Perceived Environmental Performance

Relationship of Green Training, green behavior and perceived environmental performance

The relationship between green training, green behavior, and perceived environmental performance is crucial in enhancing organizational sustainability. Green training, which involves educating and equipping employees with the knowledge and skills to engage in environmentally friendly practices, plays a significant role in promoting green behavior within the workplace. Employees who undergo comprehensive green training are more likely to adopt sustainable practices, such as energy conservation, waste reduction, and resource efficiency, which in turn contribute to the overall environmental performance of the organization (Ahmad, Islam, Sadiq, & Kaleem, 2021). Moreover, when employees perceive that their environmentally friendly behaviors are effective and aligned with organizational goals, their sense of accomplishment and commitment to sustainability is strengthened. This perceived environmental performance not only reinforces ongoing green behaviors but also fosters a culture of continuous improvement in sustainability practices (Arulrajah, Opatha, & Nawaratne, 2015; Pham et al., 2020). Therefore, green training is a vital component in building a workforce that is both environmentally conscious and proactive in achieving organizational sustainability objectives. Based on the above discussion, we proposed that:

H5: There is a positive relationship between green training and green behavior.

H6: There is a positive relationship between green training and Perceived Environmental Performance

The mediating role of green behavior between green consumption, green recruitment, green training and perceived environmental performance

Green behavior (Alshebami, 2021) is increasingly recognized as a crucial mediating factor that links green consumption, green recruitment, green training, and perceived environmental performance, facilitating the translation of these initiatives into measurable environmental outcomes. Green consumption, which refers to the preference and use of eco-friendly products and services, often sets the foundation for environmentally conscious behaviors within organizations. When employees engage in green consumption, they are more likely to carry forward these values into their daily work practices, adopting behaviors that contribute to sustainability, such as reducing waste, conserving energy, and promoting recycling initiatives (Zhao et al., 2024). Similarly, green recruitment and green training are pivotal in embedding environmental values within the workforce. Green recruitment ensures that new hires possess a strong commitment to sustainability, while green training

provides the necessary skills and knowledge to implement environmentally friendly practices effectively (Shah, Singh Dubey, Rai, Renwick, & Misra, 2024). However, the impact of these practices on perceived environmental performance—how the effectiveness of these environmental actions is viewed by stakeholders—largely depends on the extent to which green behaviors are consistently exhibited by employees.

The mediating role of green behavior becomes evident when examining its influence on perceived environmental performance. Employees who actively engage in green behaviors are likely to perceive their efforts as contributing to the organization's overall environmental goals, which in turn enhances their sense of accomplishment and reinforces their commitment to sustainability (Pham et al., 2020). This perception is crucial, as it not only validates the effectiveness of green recruitment and training but also fosters a positive feedback loop, where successful environmental outcomes further encourage the adoption of green behaviors. Moreover, organizations that effectively promote green behavior through targeted consumption, recruitment, and training initiatives are better positioned to achieve higher levels of perceived environmental performance, which is often reflected in improved corporate reputation, customer loyalty, and compliance with environmental regulations (Jabbour, Frascareli, & Jabbour, 2015; D. W. S. Renwick, Brint, De Camargo Fiorini, Lopes de Sousa Jabbour, & Chiappetta Jabbour, 2024). Therefore, green behavior acts as the key mechanism through which green consumption, recruitment, and training initiatives are transformed into tangible environmental benefits and enhanced perceptions of organizational sustainability. Based on the above discussion, we proposed that:

H7: Green behavior mediates the relationship between green consumption and perceived environmental performance

H8: Green behavior mediates the relationship between green recruitment and perceived environmental performance

H9: Green behavior mediates the relationship between green training and perceived environmental performance

Relationship between green behavior and Perceived Environmental Performance

The relationship between green behavior and perceived environmental performance is pivotal in understanding how individual and collective actions contribute to organizational sustainability. Green behavior, which encompasses a range of environmentally responsible actions such as energy conservation, waste reduction, and sustainable resource use, directly influences how stakeholders perceive an organization's environmental performance. When employees consistently engage in green behaviors, it not only enhances the actual environmental outcomes but also positively shapes the perceptions of these outcomes among both internal and external stakeholders (Tuan, 2023). Perceived environmental performance, which reflects stakeholders' assessments of the effectiveness of an organization's environmental practices, is crucial as it influences the organization's reputation, customer loyalty, and compliance with environmental regulations. Furthermore, the alignment between green behaviors and perceived environmental performance creates a positive feedback loop; as employees observe the tangible benefits of their actions; their commitment to sustainability is reinforced, leading to more robust and widespread adoption of green practices (Li et al., 2020)(Liu et al., 2023). Therefore, fostering green behavior within organizations is essential not only for achieving actual environmental goals but also for enhancing the perceived efficacy of these efforts, thereby supporting long-term sustainability (Jabbour et al., 2015). Based on the above discussion, we proposed that:

H10: There is a positive relationship between green behavior and perceived environmental performance

Theoretical Framework

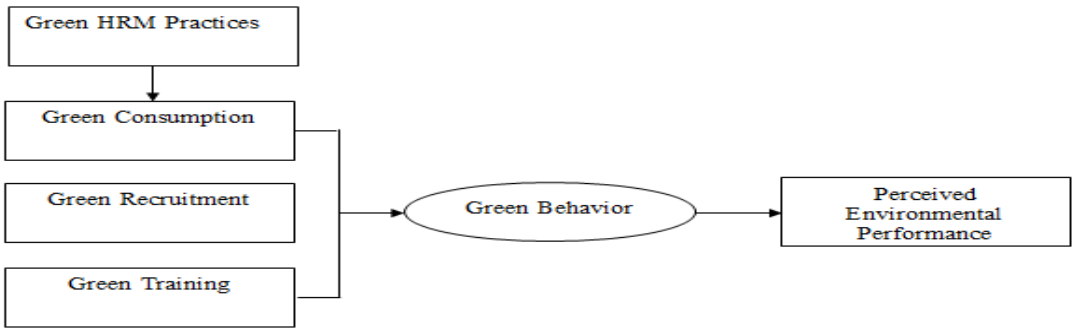

Figure 1: Theoretical Framework

Material and Methods

This study employs a quantitative research design, using a deductive technique. Data was collected using Google-based survey forms, and the final data was collected via non-probability purposive sampling. As a result, a total of 250 valid replies were collected from the questionnaires that were distributed. All measurements were included in the analysis to draw conclusions. This is because each questionnaire item on Google Forms has a required option, thus there was no need to address or eliminate missing or inconsistent responses (outliers). The procedure devised by Stevens (Brooks & Barcikowski, 1994), which involves multiplying the independent variable (IV) by 15, was used to determine the sample size. Steven asserts that a sample size of 15 is sufficient to gather answers related to a single independent variable. This research included five factors, based on which a sample size of 250 is deemed reasonable.

Instruments

This study utilized a previously developed scale. Green compensation was measured with six items, green recruitment with five items, green training using five items, green behavior with three items, and perceived environmental performance was measured using five items adopted from (Ojo, Tan, & Alias, 2022). All responses are recorded on a 5-point Likert scales, ranging from strongly agree to strongly disagree.

Results and Discussion

Demographic Profile

There were 250 responders in all, with 64.5% of them being men and 35.5% being women. 64.5% of respondents were between the ages of 25 and 35, 34% were between the ages of 35 and 45, and the remaining 4.5% were beyond the age of 45. 48.5% of the respondents had monthly incomes between $20,000 and $45,000. 36.5% of people have monthly incomes between Rs. 45,000 and Rs. 70,000, while the remaining 15% have incomes beyond Rs. 70,000 (all values are in Pakistani rupees).

Empirical Findings

This research examines all of the variables and their associations as proposed in our model utilizing analysis conducted using the Smart-PLS 3.0 software. PLS-SEM is a state-of-the-art measurement instrument that uses multivariate techniques to evaluate both the "measurement model simultaneously" and the "structural model." The PLS-SEM is very

flexible, requiring just a minimal amount of normative data and sample size, while providing excellent predictive abilities. The experiment was analyzed using a two-step technique that included measurement and structural model assessments. The measurement model evaluates the accuracy and reliability of the study's concepts, while the structural model evaluation is used to investigate the proposed connection. The self-starting approach in PLS-SEM employs a unique technique that involves primarily assessing the relevance of connections in the route coefficient.

Common Method Bias (CMB)

The research used data from employees of textile sector since there was a chance that the data set might have common technique bias. Because of this, previous studies recommended evaluating multicollinearity to confirm that the CMB was present in the data. In light of the aforementioned data, a collinearity test was conducted, and the results justified a VIF value that comprised five and crucial. It is stated that data functions flawlessly with CMB (Chang, van Witteloostuijn, & Eden, 2020).

Measurement Model Assessment:

We do "confirmatory factor analysis" in this section by figuring out the discriminant and convergent validity. In order to determine if the constructs are substantially related, the convergent validity is examined using factor loading, Cronbach's alpha, composite reliability, and average variance retrieved. The acceptable ranges are > 0.5 for factor loadings, > 0.7 for CR, and > 0.50 for AVE, as well as > 0.5 for Cronbach's alpha. According to the convergent validity threshold value, Table 1 displays acceptable findings. Figure 2 displays the findings of our data's convergent validity.

In our data, most factor loadings as well as all factor loadings are significant. Table 1 displays the findings of our data's convergent validity. Cronbach's alpha ranges from 0.85 to 0.90 and is greater than 0.70. The internal consistency (CR) of the scale item is measured by CR, and the observed CR in our data falls between 0.837 to 0.914, meeting the recommended level of 0.70. Because it captures the variation of a concept related to the variance of measurement error, AVE is recognized as a trustworthy indication of internal consistency. The AVE of our data is greater than the recommended cutoff of >0.5

Table 1
Convergent Validity

	Cronbach's Alpha	Rho_A	CR	(AVE)
Green Behavior	0.706	0.714	0.837	0.632
Green Compensation	0.882	0.883	0.914	0.679
Green Recruitment	0.870	0.875	0.902	0.606
Green Training	0.863	0.864	0.901	0.647
Perceived Environment performance	0.824	0.829	0.877	0.590

Discriminant validity

The Fornel-Larcker criterion and cross-loading exam had been used primarily for the dimension of discriminant reliability. On the other hand, the discriminant validity was no longer effectively graded by the Fornel-Larcker approach. In order to evaluate discriminant validity, the advanced study used a variety of alternative techniques, including the multitrait-multimethod matrix. Also used was the correlation ratio between heterotraits and monotraits. According to Henseler and Ringle, in order to verify the discriminant validity, the heterotrait-monotrait ratio needs to be less than 0.85. Discriminant validity is unaffected because all of the values in Table 2 are substantially lower than 0.85. Moreover the values of cross loading also greater than the threshold level of >0.5.

Table 2
Fornell-Larcker Criterion

	GB	GC	GR	GT	PEP
GB	0.795				
GC	0.599	0.824			
GR	0.593	0.849	0.779		
GT	0.618	0.783	0.818	0.804	
PEP	0.629	0.739	0.745	0.778	0.768

Note: Green Behavior (GB), Green Consumption (GC), Green Recruitment (GR), Green Training (GT), Perceived Environmental Performance (PEP)

Table 3
Factor Loadings

	GB	GC	GR	GT	PEP
GB1	0.742				
GB2	0.867				
GB5	0.771				
GC1		0.862			
GC2		0.830			
GC3		0.841			
GC4		0.775			
GC5		0.811			
GR1			0.781		
GR3			0.744		
GR4			0.737		
GR5			0.778		
GR6			0.806		
GR7			0.822		
GT1				0.842	
GT2				0.831	
GT3				0.753	
GT4				0.757	
GT5				0.834	
PEP1					0.743
PEP2					0.863
PEP3					0.760
PEP4					0.782
PEP5					0.681

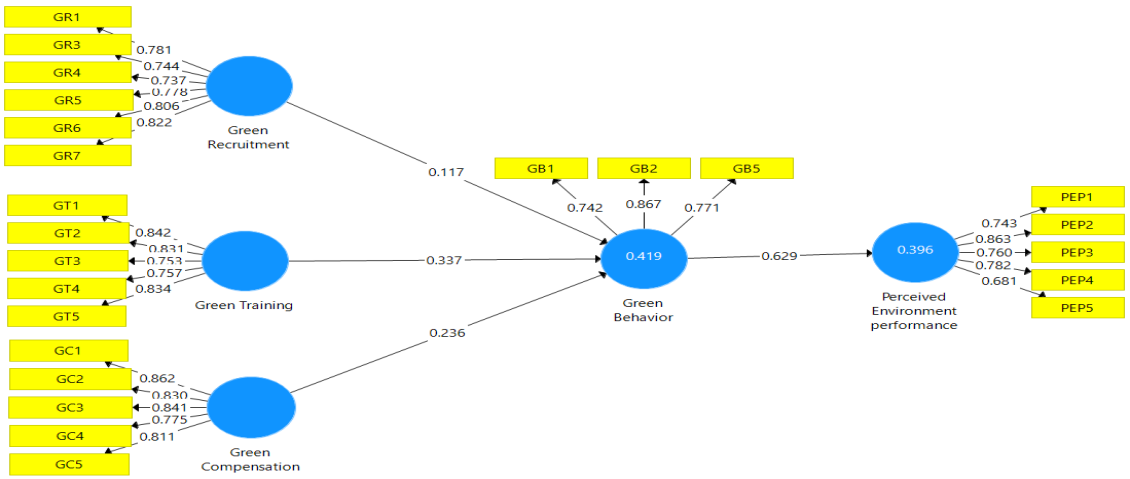

Figure 2: Measurement Model Assessment

Structure Model Assessment

We used the conceptual model to formulate a research hypothesis, which we then assessed by examining the structural model in SmartPLS. In order to confirm or refute these study ideas, we need certain data indicators to be used in conjunction with Partial Least Squares (PLS). The SmartPLS bootstrapping approach we use produces indices that elucidate measurements, such as R2, for analyzing correlations between exogenous and endogenous variables, as well as regression path coefficients.

The findings from our examination of the suggested hypothesis are shown in Table 6. The hypotheses were evaluated based on the path coefficients, t-values, confidence intervals, and p-values. These factors provided definitive evidence, leading to either acceptance or rejection of the hypotheses. The results presented in Table 4 demonstrate the relationship between GC and GB (β 0.236, t 2.040, and p 0.042) , which indicates that H1 is accepted. GC and PEP (β 0.148, t 1.987, and p 0.050) indicate that H2 is accepted. GR and GB (β 0.117, t 1.022, and p 0.307) indicate that H3 is rejected. GR and PEP (β 0.074, t 0.982, and p 0.326) indicate that H4 is rejected. GT and GB (β 0.337, t 2.786, and p 0.006) suggest that H5 is accepted. GT and PEP (β 0.212, t 2.557, and p 0.011) indicate that H6 is accepted. GB and PEP (β 0.629, t 9.918, and p 0.000) indicate that H10 is accepted.

Additionally, Table 5 shows the indirect mediating relationships of GC, GB, and PEP (β 0.278, t 2.040, and p 0.042), GR, GB, and PEP (β 0.198, t 1.977, and p 0.005) ,and GT, GB , and PEP (β 0.232, t 2.455, and p 0.037) indicates that H7, H8, and H9 were accepted.

Table 4
Direct Relationships

Hypotheses	Relationship	Original Sample (O)	(STDEV)	T-Statistics	P-Values	Decision
H1	Green Compensation -> Green Behaviour	0.236	0.116	2.040	0.042	Accepted
H2	Green Compensation -> Perceived Environment performance	0.148	0.075	1.987	0.050	Accepted
H3	Green Recruitment -> Green Behaviour	0.117	0.115	1.022	0.307	Rejected
H4	Green Recruitment -> Perceived Environment performance	0.074	0.075	0.982	0.326	Rejected
H5	Green Training -> Green Behaviour	0.337	0.121	2.786	0.006	Accepted
H6	Green Training -> Perceived Environment performance	0.212	0.083	2.557	0.011	Accepted
H10	Green Behaviour -> Perceived Environment performance	0.629	0.063	9.918	0.000	Accepted

Table 5
In-Direct Relationships

Hypothesis	Relationship	Original Sample (O)	(STDEV)	T-Statistics	P-Values	Decision
H7	GC->GB -> PEP	0.278	0.126	2.040	0.042	Accepted
H8	GR->GB-> PEP	0.198	0.065	1.977	0.005	Accepted
H9	GT->GB-> PEP	0.232	0.117	2.455	0.037	Accepted

Note: Green Behavior (GB), Green Consumption (GC), Green Recruitment (GR), Green Training (GT), Perceived Environmental Performance (PEP)

Discussion

The impact of Green HRM on the perceived environmental performance of garment manufacturers is assessed via the use of the Ability, Motivation, and Opportunity (AMO) framework. The results corroborate the notion that novice HRM fosters the development of workers' abilities, drive, and prospects, hence incentivizing their engagement in the perceived environmental performance of the company. This aligns with the study on green human resource management (HRM) based on the AMO (ability, motivation, opportunity) framework, as presented by (Akhtar et al., 2024). Furthermore, this research investigates the role of inexperienced HRM in influencing perceived environmental performance. This study examines the mediating effects of environmental commitment and eco-friendly actions. This observation provides insight into the impact of inexperienced HRM on the dedication, conduct, and perceived environmental performance of workers in the textile sector.

The research validates that the implementation of green HRM enhances the perceived environmental performance in several sectors, including garment industries, manufacturing, lodging, and multi-industries. Green HRM promotes workers' environmental consciousness and voluntary engagement in workplace environmental activities, in accordance with the AMO framework. For example, when a corporation chooses to hire individuals with little experience, it demonstrates a clear preference for applicants that priorities environmental issues. This recruiting practice has the potential to alleviate environmental difficulties. High-quality education and advanced skills empower employees to make substantial environmental contributions, inspiring them beyond the scope of their professional responsibilities.

Conclusion

The results of this inquiry have important ramifications for numerous important aspects within the current body of literature. Firstly, they provide strong data confirming the relationship between Green Human Resource Management (GHRM) and green behavior, in accordance with the Aptitude Motivation Opportunity (AMO) hypothesis. The research reveals that workers see GHRM activities as a positive indication of their organization's commitment to environmental problems, hence enhancing their level of devotion. This conclusion aligns with a previous study conducted by (Akhtar et al., 2024; Sun & Kim, 2024; Wang et al., 2024), further supporting the AMO theory's ability to explain the psychological link between educational institutions and their workers in relation to environmental management. This study confirms that the AMO theory is useful for understanding the connection between GHRM and Green behavior in academic institutions. Furthermore, this research significantly enhances the existing body of knowledge by providing insights into the influence of GHRM practices on Perceived Environmental Performance (PEP) in the clothing industry. This contribution is particularly important since there is a lack of study on the effectiveness of GHRM (Global Human Resource Management) and its impact on PEP (Productivity, Efficiency, and Performance) in the textile sectors. The study highlights the need to apply GHRM techniques in garment businesses to improve Perceived Environmental Performance, effectively filling this research gap. These contributions enhance our understanding of how organizations, particularly garment industries, may adopt sustainable practices and promote environmentally friendly behavior within their workforce to achieve beneficial environmental results.

Finally, this study demonstrates that the implementation of green HRM practices has a positive impact on several aspects of the workplace, including organizational commitment, employee well-being, and environmental responsibility. These advantages go beyond the confines of the workplace as employees embrace environmentally responsible habits. Research has shown that Green HRM enhances the work environment, promotes sustainable behavior, fosters employee growth, and prioritizes ecological sustainability.

Daily ecological consciousness benefits society outside the professional setting. Implementing Green HRM practices across several organizations may have transformative consequences.

Recommendations

The existing research's theoretical and methodological constraints provide several more subjects for investigation. The research used convenience sampling to collect data on a single occasion. Nevertheless, the implementation of Green Human Resource Management (GHRM) strategies may need a longer period of time to effectively modify employee behavior. In future studies, the monitoring of GHRM practice application might be conducted longitudinally to address this limitation. This paradigm change enables researchers to get a more comprehensive understanding of the impact of GHRM practices on employee behavior and Perceived Environmental Performance over a while. The effects of GHRM may be evaluated utilizing advanced techniques that do not just focus on their temporal aspect. Although convenient for the specific demographic sample of this research, the use of convenience sampling restricts the capacity to make generalizations. Moreover future researchers also use other mediating variables like green CSR etc. Also cross comparison among developed and underdeveloped nations regarding the implementation of green HRM practices can be examined in future studies.

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